



*spielend lernen
apprendre en jouant
apprendere giocando*

2018 annual report

Brief version

according to the Social Reporting Standard (SRS)



Overview of the most important elements

 <p>a:primo <i>spielend lernen apprendre en jouant apprendere giocando</i></p>	<ul style="list-style-type: none"> • Since it was founded in 2006, the charitable association a:primo has been committed to the early support of children from socially disadvantaged families. Through the early childhood development programmes schritt:weise and ping:pong, a:primo is making an important contribution to the equality of opportunity for socially disadvantaged children. • a:primo is working to anchor early childhood development programmes in Swiss society so that they are used as a matter of course.
<p>schritt:weise</p> <p>Learning through playing from the beginning</p>	<ul style="list-style-type: none"> • schritt:weise is a play based learning programme for children from socially disadvantaged backgrounds. In addition to supporting the child at home, the social network of the family and strengthening parents' skills also play a key role.
<p>ping:pong</p> <p>Building bridges through play</p>	<ul style="list-style-type: none"> • Socially disadvantaged families in particular require support tailored to their needs at the transition from preschool to kindergarten. The early childhood development programme ping:pong assists this transition through moderated parent meetings. The parents are inspired to encourage their child with his or her education in an age-appropriate manner.
<p>Our focuses in 2018</p>	<ul style="list-style-type: none"> • Completion of the development of the ping:pong pre-school model. • First interim report of the pilot implementation of ping:pong kindergarten. • Successful piloting of the schritt:weise regional model in the canton of Solothurn. • Publication of the follow-up study for alternative implementation models of schritt:weise. • Project «Politics of early childhood at a communal level» together with various project partners as part of Ready! • Ensuring further financial help from the government and Health Promotion Switzerland • Collaboration with ALDI SWITZERLAND

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A Overview

1 Introduction

Dear reader,

2018 was once again an eventful year for a:primo, with numerous successes.

The development of the ping:pong preschool programme was completed in spring and communes have already started implementing it. ping:pong kindergarten has been piloted for a year already. The first interim report on the scientific monitoring was published in 2018. It shows that bridges can be built between schools and families. The positive results provide motivation to disseminate the programme further. a:primo has also been working internationally with ping:pong. The programme was presented at the OECD conference in Paris and received considerable interest.

The evaluation by the Marie Meierhofer Institute of alternative implementation models for schritt:weise was published in autumn 2018 and presented to the public at a meeting in the Zurich Culture Park. The investigation was able to demonstrate the sustainability of the support by schritt:weise in the children.

Health Promotion Switzerland was secured as a partner in the field of fundraising. This enables a:primo to further disseminate its offers.

The relocation of the branch office at the end of the year came surprisingly quickly, as a:primo was approached with suitable new business premises at short notice. The relocation was worth it. Everyone is happy in the new location and started 2019 fully motivated.

Co-Management of a:primo



Erika Dähler Meyer



Anke Moors

President of the a:primo association



Andrea Sprecher

April 2019

1.1 Vision and approach

Every child in Switzerland should be able to develop in a healthy manner and achieve his or her potential as well as possible.

Parents play a key role and must be able to do this in a practical way. This is why socially disadvantaged, uneducated parents should be given tailored support so they can give their children a good start in life.

Through its early support programme, a:primo is making an important contribution to the equality of opportunity of socially disadvantaged children. a:primo is working to anchor early support programmes in Swiss society so that they are used as a matter of course.

The main services offered by a:primo are the early support programmes schritt:weise and ping:pong. The focus of the services offered is strengthening the family as a place of learning. The programmes target expectant families and those with children up to the age of 6.

More information on a:primo and the services it offers can be found on www.a-primo.ch

1.2 Subject matter of the report

Subject matter of the report

This report describes the business activities of the a:primo association. The focus of the association's work is the development and dissemination of early learning programmes in Switzerland and Liechtenstein.

Reporting period and cycle

The a:primo annual report is published once a year. This report describes the financial year from 1 January 2018 to 31 December 2018.

Confirming with the SRS reporting standard

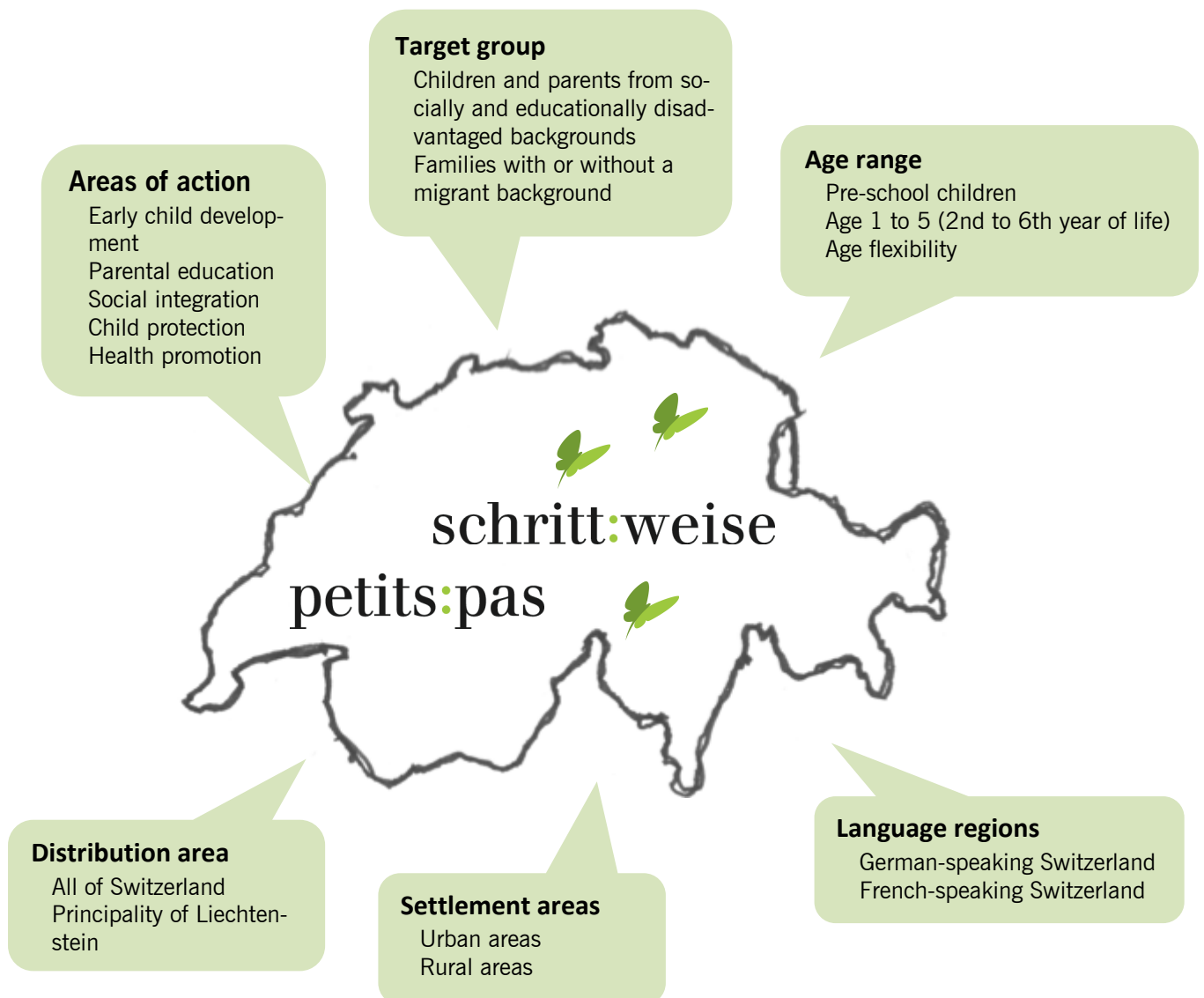
This annual report corresponds to the content specifications set out in the Social Reporting Standard 2014 (SRS, see www.social-reporting-standard.de)

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B1 schritt:weise programme

The early childhood development programme schritt:weise is a well-established offer from a:primo. It is a play based learning programme for children from socially disadvantaged backgrounds. In addition to supporting the child at home, the social network of the family and strengthening parents' skills also play a key role. The programme is offered in German- and French-speaking Switzerland.



2 Resources, services and effects during the reporting period

2.1 Resources used (input)

The operating income of CHF 457,030 in 2018 is set against expenses of CHF 455,292. The staff and infrastructure costs of CHF 295,346 for schritt:weise represent around 65% of the expenditure. A total of 3,109 working hours were put in for schritt:weise in the past year.

2.2 Services (output)

In 2018, the following services were provided for the early childhood development programme schritt:weise:

Expansion of schritt:weise

One new schritt:weise site was opened in 2018. A total of 354 children started schritt:weise or petits:pas at 29 locations. During this period there were a total of 824 children in the programme.

Activities in the programme

The following data are based on the evaluation of the cycles completed in 2018 (18 months):

331 children completed the programme in 2018. 54% of the children were boys. An additional 359 siblings also benefited from schritt:weise. Seventy percent of the children in the programme have siblings and 51% are first-born children.

A total of 13,288 home visits at 531 group meetings were carried out. An average of 92% of the planned home visits were able to be carried out. The participation rate in the group meetings was an average of 53% (a very good value for the target group).

At least one subsequent service was able to be found for 95% of children (playgroup, daycare, therapeutic service etc.). 82% of the primary reference persons also attended at least one subsequent service (German course, parent training course etc.).

Reaching the target group in the programme

In 98% of cases the primary reference person is the mother. Thirteen percent are Swiss citizens, 47% have residence permit B, 20% have residence permit C, 13% have been preliminarily admitted and 3% are asylum seekers. 80% of the mothers only moved to Switzerland at the age of 21 or above. 80% do not work.

In 97% of cases the secondary reference person is the father. 22% of the fathers are Swiss. 77% of the fathers only moved to Switzerland at the age of 21 or above. 30% do not work and 42% are employed as temporary workers.

At the start of the programme, 86% of the children lived in a nuclear family and 10% in a single-parent family. 43% of the participating families were receiving social security and 2% were entitled to disability benefit. 49% were not receiving any support payments.

schritt:weise regional

schritt:weise regional was successfully piloted in the canton of Solothurn at 6 schritt:weise locations.

Further development of schritt:weise

The concept of schritt:weise regional has been validated. The results from initial experience form a valuable basis for the further development of schritt:weise.

The user agreement for schritt:weise has been fundamentally revised and passed by the board.

Training sessions and exchange meetings

In 2018, 4 coordinators completed the schritt:weise or petits:pas training session.

24 coordinators from German-speaking Switzerland and French-speaking Switzerland took part in the coordinator meetings. The focus was on the topic «moving forwards with schritt:weise» and the «group meetings». The exhibition «Home. a Borderline Experience» at the Stapferhaus Lenzburg was also visited. The meaning of home was much discussed - the distant home, the new home and home that may no longer exist in the way it once did.

49 home visitors took part in the home visitor meeting in Winterthur. The main topic was «movement». A workshop using the Franklin method was carried out.

19 home visitors took part in the home visitor meeting in Geneva. The focus was on the topic of «play, stimulation and child». A walk through the town at «90 cm height» was also carried out to see the world from the perspective of the children.

Site funding

Thanks to the site funding provided by the UBS

Optimus Foundation, four locations in French-speaking Switzerland and four locations in German-speaking Switzerland were able to be supported to expand the schritt:weise service.

Report on collaboration with non-professionals in professional contexts

Prof. Martin Hafen from the Lucerne University of Applied Sciences prepared a report on the use of non-professionals in professional contexts in early support. It is a fundamental report that focuses in particular on programmes to support socially disadvantaged families.

PR work

The evaluation results including the follow-up study on alternative implementation models for schritt:weise was presented at the event «Growing up in the region - how to small and medium-sized communes create a good early support environment» as part of Ready!. The Marie Meierhofer Institute was commissioned by a:primo to carry out this evaluation.

schritt:weise celebrated its 10-year anniversary in Ostermundigen with a big event.

Recommendations on schritt:weise were given in the following publications:

- Federal Office of Public Health (2018): Health Promotion and Prevention in Early Childhood (page 27)
- National Programme to Prevent and Combat Poverty and the Association of Swiss Communes (2018): early support - guide for small and medium-sized communes (page 23).

Four media reports were published on schritt:weise. These can be viewed on the a:primo website.

In addition, a:primo is in constant contact with key persons from cantons and municipalities regarding the dissemination of schritt:weise.

2.3 Effects achieved (outcome/impact)

Evaluation of alternative implementation models

The Marie Meierhofer Institute for the Child (MMI) evaluated four alternative implementation models between 2013 and 2017 in four pilot locations with a total of 253 families and 267 children: «focus», «expanding the age range», «small groups» and «flexible start».

Results: the comparison of the results of the evaluation of the alternative implementation models with those of the basis evaluation carried out for the

standard model shows few systematic differences at all of the levels that were able to be analysed. With the alternative implementation models, an equally good effect can thus be achieved in rural areas as with the standard model of schritt:weise. A follow-up study was also carried out a year after the end of the programme. This was able to demonstrate the sustainability of schritt:weise.

Evaluations of the standard implementation model

schritt:weise is evidence-based and has been scientifically evaluated multiple times since its introduction in 2007. Since the programme is standardised and quality assured, the effects can be reproduced as demonstrated in the following evaluations:

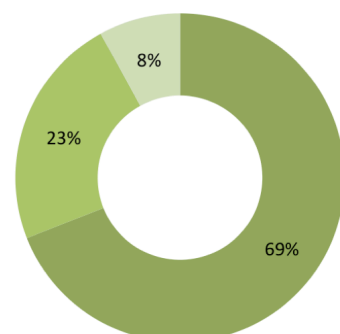
Evaluation by the Marie Meierhofer Institute

The fundamental evaluation was carried out by the Marie Meierhofer Institute for the Child (MMI) from 2008 to late 2011 at eight program sites with a total of 129 families and 135 children. The children were an average of two years old at the start of the program.

Results: In summary, the results show that the programme is suitable for the target group of socially disadvantaged families. Participation in the programme enabled the parents to improve their parenting skills, which in turn had a positive impact on the relationship between the parent and the child. The mothers and fathers were engaging with their children more commonly and in some cases in another, more conscious manner, and expanding their social contacts to include other families with children. In most families, this is associated with a decrease in feelings of stress. Through the schritt:weise programme the children received a great deal of support in their development. The results show that 69 percent of the children showed a significant improvement in motor skills, manual skills, receptive language and emotional development:

Quality of implementation

- Good development
- Moderate development
- Defective development



Most of the children moved on to a connecting offer after completing the schritt:weise programm.

Evaluation of schritt:weise in the city of Bern

As part of the Primano project by the city of Bern schritt:weise was evaluated by the University of Bern between 2007 and 2012. A total of 170 families took part in the evaluation.

Results: The development tests were able to show that the children made progress in the fields of motor skills and awareness of their bodies. A survey carried out of kindergarten teachers of former schritt:weise children showed a very positive response in terms of the level of development and the social behaviour of the children.

Interface evaluation report on the new schritt:weise sites

Between 2010 and 2012, Interface investigated nine sites as part of the development of a new

evaluation concept. A total of 117 families with a total of 121 children, 50% boys and 50% girls, took part.

Results: The level of education among the families was below the Swiss average. The majority of the families had a migrant background and low levels of social contact at the start of the programme. After completing schritt:weise, a wide range of effects were able to be observed in both the mothers and the children. At the end of the programme, the children were doing more diverse activities than at the start, and they had access to craft materials and toys. The mothers were showing a greater level of interest in their children's development and were more conscious about planning time with their children. After completing the programme, all of the children attended another service, such as a playgroup or a kindergarten.

2.4 Previous year comparison: Objectives achieved, learning experience and success

Constant growth in the number of programme participants

A total of 2783 children have been directly supported by the schritt:weise programme since its launch in 2007. Siblings who indirectly benefited from the programme are not listed.

Children included in the schritt:weise programme												
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Number	25	93	135	154	255	140	327	248	367	343	341	354

There are various reasons for the fluctuation in the annual increase in the number of children. The transition from the pilot phase to regular funding led to waiting times in many sites until the regular funding was in place. In addition to this, the programme duration of 18 months means that some sites do not start a new programme cycle every year.

Children supported

A total of 354 children started schritt:weise or petits:pas in 2018. The original objective was 400 children.

Geographical distribution

schrift:weise is being implemented at a total of 29 sites in 9 cantons in German-speaking Switzerland and French-speaking Switzerland and in the

Principality of Liechtenstein.

petits:pas regional has been available in the canton of Jura since 2018 offered by the organisation Families 2000. Thanks to the flexible start dates, families can begin with petits:pas at any time. The first four families are already taking part in petits:pas.

20 families have successfully started the first cycle in both new petits:pas locations (La Côte and Site Est) in the Canton of Vaud.

A change in partner organisation has occurred in the city of Geneva. petits:pas is now offered by the Ecole des Parents - a very well networked organisation. This has contributed to a more significant local anchoring of the programme.

3 Planning and forecast

3.1 Planning and objectives

a:primo wants to continue to expand schritt:weise so that as many children from socially disadvantaged families as possible can take part in the programme and have a fair start in life. By the end of 2019, a:primo wants to have achieved the following objectives:

Dissemination of the programme

New sites are to be developed and existing sites expanded in both the German-speaking and the French-speaking parts of Switzerland. In 2019, 400 children start with the schritt:weise and petits:pas programmes.

Acquisition of new locations

In terms of acquisition, the focus is on the development of new regions, particularly rural ones. Various events are planned to that end.

schritt:weise regional

Based on the practical experience gained in the canton of Solothurn, a:primo plans to adapt the programme materials for schritt:weise regional in 2019.

3.2 Opportunities

Continued need for social action

Early childhood development is a topic at all levels. The communes are looking for practicable and fundable solutions. There are various current publications that demonstrate the significant value of early support and in particular home visit programmes for society (Unesco publication: For an Early Childhood Policy, White Paper by the Jacobs

Foundation). These publications show that there is still a significant need for action in Switzerland in the international comparison (OECD). The political world needs to present appropriate solutions. This offers an opportunity for early support programmes like schritt:weise.

3.3 Potential risks

Budget cuts

Cost-effective implementation models are a significant challenge for a:primo. If the support programme is not offered with a good cost/benefit ratio, the users may turn to a cheaper alternative service, even if it is not the right fit for them, scientifically evaluated or is not sustainable. The situation could be alleviated if the sites were to receive state support on a legal basis to an increasing extent and were no longer reliant on purely communal funding.

Competition from comparable services

The two-year pilot test by the early support programme PAT was completed in 2015 and Zeppelin startklar in the canton of Zurich and PAT mit Eltern Lernen GmbH from Germany are now attempting to set up locations across Switzerland. PAT is a direct competitor for schritt:weise. It is also a home visiting programme which uses another approach but focuses on the same target group.

Competition from the state sector

The Swiss support programme market is expanding. Substantial amounts of funding are being withdrawn from independent providers in the medium term as a result of public research and development programmes.

4 Organisational structure

4.1 Organisational structure

Publication and copyrights

a:primo is the publisher of schritt:weise and holds the copyrights for all materials developed specifically for the programme. This ensures that they can be reused and further developed and that there are no subsequent costs for use.

Social franchising

a:primo develops and runs schritt:weise but does not implement any sites. The implementation of the schritt:weise programme is carried out as social franchising: a:primo grants usage rights to trustees (partner organisations) who implement the programme at one site or several sites on behalf of communities or cities. The usage agreement serves primarily as a binding implementation regulation and as a measure of quality assurance.

4.2 Partnerships, collaborations and networks

Funding partners for the expansion of schritt:weise

The a:primo association has with the Auridis gGmbH from Müllheim an der Ruhr (Germany) a long-term funding partner for the expansion of schritt:weise by its side.



Programme development

The following partners finance the various partial projects for the expansion, adaptation and quality assurance of the schritt:weise programme. The support runs from 2011 to 2018.



Site support partner

The following partner support the schritt:weise programme through start-up financing for new sites, which should motivate interested communities to introduce the programme.



B2 ping:pong programme

ping:pong is an early childhood development programme which accompanies the transition from home to kindergarten and thus gives the children a good start in school. In the course of eight parent meetings, the participating parents learn how they can support their child in an age-appropriate manner and encourage them through play. The parents get to know the kindergarten and the kindergarten teacher and mutual trust can be built up. In the parent group there is also an exchange on age-specific education topics and social networking between the parents is supported. Thus, parents and experts work together to ensure that the child successfully enters the education system.



5 Resources, services and effects in the reporting period

5.1 Resources used (input)

The operating income of CHF 249,760 in 2018 is set against expenses of CHF 262,180. The staff and infrastructure costs of CHF 196,631 for schritt:weise represent around 75% of the expenditure. A total of 2,248 working hours were put in for ping:pong in the past year.

5.2 Services (output)

In 2018, the following services were provided relating to the early support programme ping:pong:

Expansion of ping:pong

39 families started ping:pong at a total of 5 locations.

The following pilot sites were able to be secured for ping:pong and successfully launched one ping:pong group each in August 2018:

- Neftenbach ZH (ping:pong preschool)
- Wallisellen ZH (ping:pong preschool)
- Oberägeri ZG (ping:pong kindergarten)

Launch of the second cycle

Langnau am Albis ZH and Winterthur ZH have successfully launched the second cycle of ping:pong kindergarten.

Programme development

The development of the ping:pong preschool programme was completed in May 2018. The implementation guide is complete; the playing activities have been described in a target group-appropriate manner and summarised for the families in the programme materials.

Further development

Based on initial findings from the academic support provided by PH Bern, a:primo has made the following adjustments to the ping:pong kindergarten programme:

- Suggested design for the parent meetings to ensure they are even better tailored to the target group (people with very minimal knowledge of German).
- Better tailoring of the activities to the objectives and content of the kindergarten.
- Development of additional visualisation material for the group meetings.

Training the moderators

The second training session for ping:pong

moderators took place in June 2018 with three participants. On the occasion of the two training days, the focus was on the discussion of basic attitude questions and the concrete implementation.

Recertification meetings

The first recertification meeting took place in June 2018. Five moderators participated. The focus was on the following two topics, which the moderators introduced:

- Handling heterogeneous parent groups
- Participants with minimal or no knowledge of German

Initial solutions were considered in an exciting discussion. The focus interview by PH Bern was also carried out for the academic support.

PR work

A flyer in A4 format was created. It summarises the most important points in the programme and makes readers interested in finding out more. The flyer is intended for initial contact with commune representatives and specialists in schools. It is particularly good to be sent via email. The flyer is available in German and French. The more detailed ping:pong leaflet was adapted into French and English.

Personalised mailouts were sent to people in the target group (school headteachers, kindergarten teachers, integration officers and in small communes the municipal councils for the departments of social and educational issues and presidents of the school administration).

ping:pong was also presented in 13 communes and cantons. The possible implementation of the programme into the local structures was discussed at a round table with representatives of the school and commune.

Four media reports were published on ping:pong in specialist journals. These can be viewed on the a:primo website.

OECD Congress 2018

The Co-Manager of a:primo, Erika Dähler, presented the early childhood development programme ping:pong at the second international OECD Congress 2018.

Awards

A school in Lausanne won the «Prix communal du bureau Lausannoise pour les familles» 2018 for

implementing ping:pong, thereby securing partial funding. Launch is planned for August 2019.

Fundraising

The UBS Optimus Foundation supports 10 ping:pong locations in the canton of Waadt with partial funding.

5.3 Effects achieved (outcome/impact)

Academic support for the pilot phase between 2017 and 2020

The early childhood development programme ping:pong is being supported by the Institute of Research, Development and Evaluation at PH Bern under the leadership of Prof. Doris Edelmann over a period of four years, with the focus on the programme's processes. The initial phase of the academic support was carried out in autumn 2017 to summer 2018 and related to the implementation model for ping:pong kindergarten. This model was implemented for the first time in this period. A total of 39 parents, 11 kindergarten teachers and 6 moderators were included in the evaluation.

The findings from the academic support for the first cycle of the early support programme ping:pong kindergarten are extremely pleasing.

Reaching the target group

The target group of socially disadvantaged families with children aged between 3 and 6 was able to be reached with ping:pong. The group composition varied by location. There were parent groups with foreign-language parents only, very mixed groups and parent groups in which primarily German-speaking parents participated. All parent groups were very heterogeneous in terms of the educational background.

Implementation of the parent meetings

The moderators and the kindergarten staff reported significant interest among parents. The parents showed willingness to ask questions, to open up in the parent group and to exchange ideas. The linguistic barriers are a challenge but the focus on working together facilitates communication. The parents were interested in getting involved in the play activities. Crafts were new to many people, for example. The moderators judged the atmosphere at the parent meetings to be relaxed, trusting and cordial.

Satisfaction among parents

The parents were very satisfied with ping:pong kindergarten in the survey. They indicated that the

valued the exchange on parenting and educational issues and the contact with other parents. The parents found the play activities that they learned at the meetings interesting. In this context most of the parents valued the activity folder and saw it as a source of ideas for playing together with their children. Many of the parents were excited about the fact that they could create exciting play with minimal materials.

Bridge between family and school

All of the kindergarten staff interviewed agreed that parent contact had improved as a result of ping:pong kindergarten and a bridge had been able to be built between parents and the kindergarten. The parents reported that they had a good overview of the kindergarten and their trust in the kindergarten staff had improved. The parents are better networked within the kindergarten environment.

5.4 Evaluation and quality assurance

Since the ping:pong early childhood development programme is offered as social franchising, ensuring the high quality of the service across the board is a key part of guaranteeing a:primo's success. A usage agreement defines the quality criteria.

a:primo has set quality standards and distinguishes between minimum standards and recommendations. By signing the agreement, the partner organisations agree to comply with the minimum standards.

The quality management system (QMS) for the programme is based on the following tools:

- **Training** The moderators receive initial training on the programme over a period of two days. In turn, the moderators introduce the employees in the institutions (kindergarten staff) to the programme over half a day. Communicating the fundamental attitude during the training sessions is key as this forms the basis for respectful collaboration between the institution and the parents. There is a focus on reaching the target group of socially disadvantaged families and on a resource-oriented approach and empowerment.
- **Regular documentation of the parent meetings** Simple monitoring is used to document and evaluate the parent meetings. This is currently carried out in the form of a process evaluation by PH Bern.
- **Annual recertification meeting** The exchange between ping:pong moderators across Switzerland is encouraged by the compulsory meeting and selected topics are addressed in greater detail. The meeting is organised and moderated by a:primo.

5.5 Previous year comparison: Objectives achieved, learning experience and success

Constant growth in the number of programme participants

A total of 106 parent have been supported by the ping:pong kindergarten programme since its launch in 2017. Children and siblings who indirectly benefited from the programme are not listed.

ping:pong participants		
Year	2017	2018
Parents	67	39

Geographical expansion

Although a:primo was able to find more locations for ping:pong in 2018, the number of families being supported has dropped. This is due to structural problems (e.g. pauses due to embedding in an overall concept/change in the ping:pong model from kindergarten to preschool). ping:pong is,

however, meeting the needs of many communes. There is significant interest in the programme. Growth is slower than expected as the clarifications within the communes are linked to political processes.

6 Planning and forecast

6.1 Planning and objectives

By the end of 2019, a:primo wants to have achieved the following objectives:

Expansion of the programme

New sites are being developed both in German-speaking Switzerland and in French-speaking Switzerland. A total of 330 families are set to benefit from ping:pong in 2019. Four new sites have already been secured for the next academic year.

Acquisition of new programme sites

In terms of acquisition, the focus was on the development of new regions, particularly rural ones. Various events are planned for this.

Adaptation of ping:pong kindergarten to French-speaking Switzerland

A specialist has been appointed to adapt ping:pong kindergarten into French (ping:pong école). This person has been tasked with the cultural adaptation of ping:pong and the translation of all documents.

Initial implementation phase of ping:pong preschool

ping:pong preschool has been implemented for the first time since August 2018. Adjustments will be made in late 2019 depending on the findings from the academic support.

Further development of ping:pong kindergarten

The revised programme material for ping:pong kindergarten will be available in June 2019.

Adaptation of ping:pong kindergarten to French-speaking Switzerland

The adaptation and ordering of materials for ping:pong école is complete and the materials are ready for implementation. The training sessions for moderators have been developed.

Monitoring

Monitoring will be developed in German and French until summer 2020.

Academic support

The results of the second phase of academic support by PH Bern will be available in autumn 2019.

6.2 Opportunities

ping:pong corresponds to the needs of many communes as collaboration between the institutions and the parents is a major challenge. ping:pong is addressing precisely this topic. It is the only programme in Switzerland that really builds bridges between parents and schools - with parent meetings that take place in the kindergarten with the kindergarten teacher present.

The topic of transitions is also receiving increased levels of academic interest. Various studies have looked at the importance of supporting transitions.

Politicians are called upon to present appropriate solutions for early childhood and for accompanying the transitions, which represents an opportunity for ping:pong.

6.3 Potential risks

Cost-saving measures

Widespread cost-saving measures in the field of education are making the decision to introduce the programme more difficult. Financial resources are generally particularly tight in preschool institutions. Despite the need, the interested communes do not have the necessary financial resources to implement ping:pong.

Long processes

Increasing numbers of communes want to introduce early childhood offers based on their own concepts before specific measures are taken. Since decision-makers from various sectors (politics, schools, private institutions) and departments (social affairs, education, health) are involved in the implementation of new programmes in communes, clarifications take a long time. Depending on the priority, ping:pong is competing with the introduction of other services such as the development of an all-day childcare at school or the allocation of care vouchers.

7 Organisational structure

7.1 Organisational structure

Programme development

The ping:pong programme was developed in collaboration with the institutions that will be the future users. This meant their concerns were able to be addressed during the design of the programme. Experts were able to ensure from the beginning that the programme would be relevant to everyday life in the institutions.

Publication and copyrights

The a:primo association is the publisher of ping:pong and holds the copyrights for all materials developed specifically for the programme.

This ensured that they can be reused and further developed and there are no subsequent costs for use.

Social franchising

a:primo develops and runs ping:pong but does not implement any sites. The implementation of the ping:pong programme is carried out as social franchising: a:primo grants usage rights to trustees who implement the programme at one site or several sites on behalf of schools, municipalities or cities. The usage agreement serves primarily as a binding implementation regulation and as a measure of quality assurance.

7.2 Partnerships, collaborations and networks

Funding partners for the expansion of the programme

The a:primo association has a long-term funding partner by its side for the expansion of schritt:weise in the form of Auridis gGmbH from Müllheim in the Ruhr (Germany).



Support partners for programme development

The following partners are financing the development phase and the pilot phase with academic support for the ping:pong programme.

	<p>Private family foundation</p>	

Partner for location funding

The following partners support the ping:pong programme with start-up financing for new locations in the canton of Waadt.



Our organisation

8 Organisational profile

8.1 General information about the organisation

Name	a:primo Association for the early child development of socially disadvantaged children
Main headquarters	Ackeretstrasse 6, 8400 Winterthur
Branch office	Avenue de Rumine 2, 1005 Lausanne
Contact details	a:primo association Ackeretstrasse 6 8400 Winterthur +41 52 511 39 40 www.a-primo.ch Erika Dähler, Co-Manager, erika.daehler@a-primo.ch Anke Moors, Co-Manager, anke.moors@a-primo.ch
Legal form	a:primo is an association in accordance with Swiss legislation (Article 60 et seqq. of the Civil Code).
Foundation	The a:primo association was founded in 2006.
Purpose of the association	The purpose of the a:primo association is the charitable and sustainable provision of early child development for socially disadvantaged children of pre-school age. The areas of activity include early child development in general and early child development within the scope of support programs. The association has a branch office in order to achieve its purpose.
Statutes	www.a-primo.ch/de/ueber-uns/verein-a-primo/mitgliedschaft
Commercial register entry	The association has been registered in the commercial register of the canton of Zurich since 17 September 2013.
Charitable status	In accordance with the order of 29 April 2010 by the Zurich cantonal tax office, the a:primo association is recognised as a charitable organisation and exempt from state tax, general community tax and direct federal tax.
Independence	a:primo is politically and religiously neutral. a:primo is a legally independent organisation from its funding partners.

Number of employees	2015	2016	2017	2018
Permanent employees working part-time	7	8	8	7
Freelancers	0	1	1	0
Volunteer board members	7	7	7	7
Full-time positions (100%)	4.6	5.6	5.8	4,7

8.2 Memberships and associated organisations

The a:primo association is a member of the following organisations: Netzwerk Kinderbetreuung, Netzwerk Kinderrechte, Elternbildung CH, Pro Familia Schweiz, Stimme Q, Public Health Schweiz, GAIMH (German-Speaking Association for Infant Mental Health).

8.3 Institutional partners.

The a:primo association has been supported by the federal government with a financial assistance from the credit for «family organisations» since 2016.



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Eidgenössisches Departement des Innern EDI
Bundesamt für Sozialversicherungen BSV

8.4 Environment and social profile

a:primo is a charitable, politically and religiously neutral association with a family-friendly corporate culture that promoted the combination of a professional life and a family life with flexible working conditions (annual working hours, part-time work).

a:primo advocates for the rights of children. The partner organisations commit to comply with children's rights by signing the charter. Children's rights are also part of the training of programme staff and the foundation of the programmes schritt:weise and ping:pong.

Environmental issues are also very important to the association, which manifests in the careful handling of the resources used (including paper, energy and water consumption and the use of public transport).

9 Services, planning and forecast

9.1 Resources used (input)

The operating income of CHF 628,976 in 2018 (CHF 189,100 of which was financial aid from the state) is set against expenses of CHF 610,350. The staff and infrastructure costs of CHF 249,252 for the a:primo association represent around 40% of the expenditure. A total of 2,434 hours were worked at an association level last year, of which around 570 were on the BSV project.

9.2 Services

Financial support from the Federal Department of Social Security (BSV)

The a:primo association has signed an agreement with the federal government. The services for the BSV are being carried out in the two projects described below.

BSV project «measures to prevent a lack of professionals in supplementary childcare»

The skills-based portfolio for the professional integration of lay helpers has been completed. It includes three modules: «location determination», «developing professional perspectives» and «implementation».

The coordinators were instructed on the use of the portfolio and the testing has started.

In addition to the portfolio, lists with regional contact points for professional integration have also been prepared (areas of focus: work, further training, grants, free contact points, childcare, networking and legal issues) for all schritt:weise locations.

The material for the further training of home visitors in French was completed in the first quarter of 2018.

BSV project «reconciling work and family life in socially disadvantaged families»

The skills-based portfolio for families has been developed. It is a simplified version of the portfolio for the professional integration of home visitors. At group meetings, ways of integration (professional and social) as well as compatibility were shown and specialist offices were mediated.

Intensive work has been carried out on the report on reconciling family and working life in the context of social disadvantage. In this context, five expert interviews were held in addition to the 20

qualitative interviews with the schritt:weise families, the surveys of the lay helpers and data collected through online monitoring. a:primo would like to give a voice to the hard-to-reach target group with this report.

PR work

The management and the employees of a:primo took part in a total of 21 specialist events and conferences. Presence at these events primarily serves to maintain the network. a:primo offered workshops on various topics at 10 expert conferences.

The concept of the information events on the a:primo programmes has been adapted. The cross-regional events were replaced by regional events on the topic of «getting hard-to-reach families on board - early childhood and networking in the region», where the a:primo programmes are presented as good practice. The regional nature enables specific exchange with local actors. The first event based on this concept took part in November in Visp for representatives of local executive boards, school heads and specialists in the early childhood field from communes in Upper Valais. It was a success. There was considerable interest and the feedback was extremely positive.

The travelling exhibition «discovering the world» by Stimme Q appeared in Lausanne and Carouge in 2018. A film about petits:pas is part of the exhibition.

a:primo is involved in the project «politics of early childhood at a commune level» together with the project partners Radix, Gemeindeverband, Netzwerk Kinderbetreuung, Pro Enfance and Kibe Suisse. Various regional events on the topic of lobbying and early childhood services are offered.

Relocation

a:primo moved to new offices on Ackeretstrasse 6 in Winterthur in October 2018.

9.3 Planning and objectives

BSV project «measures to prevent a lack of professionals in supplementary healthcare»

An overview of the requirements of the educational institutions relevant to home visitors is being developed. Work is also being carried out with the providers to investigate the possibilities in terms of breaking down structural obstacles.

BSV project «reconciling work and family life in socially disadvantaged families»

The publication «Reconciling family and working life in the context of social disadvantage» will be completed by March 2019. The publication will be disseminated in the network and published on the a:primo website.

The preparations for the adaptation of the practical guide have been carried out. The detailed integration of the new findings on the use of the portfolio for professional integration will occur over the course of 2019.

PR work

Six events on the topic «getting hard-to-reach families on board - early childhood and networking in the region» are planned in several regions in 2019. Four events are taking place in German-speaking Switzerland and two in French-speaking Switzerland. Dates are already planned in Martigny (Valais, French-speaking Switzerland) and in Gossau and the region of Zurich. The events in Gossau and the canton of Zurich will take place as part of the travelling exhibition «discovering the world».

a:primo is committed to early support across Switzerland and is involved in the development of a national organisation for early childhood. The aim is to strengthen early childhood support at a national level so sufficient funds are provided for the various services and organisations that work on this issue.

Expanding the portfolio

The decision by the board on whether to include a further programme in the portfolio will be made in late 2019.

10 Finances

10.1 Accounting

a:primo funding model

In accordance with Article 4.1 of the association's statutes, the charitable association a:primo is financed by the following sources of income:

- Member contributions
- Revenue from services provided by the association
- Usage fees for partner organisations
- Contributions and grants from private and public institutions
- Interest on association assets
- Donations, endowments, legacies

Accounting principles

This annual financial statement has been prepared in accordance with the provisions of Swiss accounting law (32nd title of the Code of Obligations).

Principles of accounting and evaluation

The accounting is in Swiss Francs (CHF). The assets and liabilities are calculated at the exchange rates on the balance sheet date, business

processes at the relevant daily rate. Unless otherwise mentioned, the balance sheet items are evaluated at the current values on the balance sheet date, generally at nominal values. Stocks of goods are evaluated at the cost price less any appropriate correction in value. The fixed assets are included in the balance sheet at their procurement costs less the commercially necessary amortization. Fire insurance values: 100,000 CHF for material costs and stocks of goods.

Accounting

The internal accounting is supplemented by Büro Ö AG, St. Gallen, which carries out the payroll accounting and prepares the quarterly and annual reports.

Revision of the 2018 annual financial statement

The 2018 annual financial statement was revised by PricewaterhouseCoopers AG, Winterthur.

Detailed financial report

The detailed report on the 2018 annual financial statement can be obtained from the a:primo branch office.

10.2 Balance sheet

Balance sheet as at 31 December

(in Swiss Francs)

	<u>2018</u>	<u>2017</u>
Assets		
Liquid assets	585,310	770,394
Accounts receivable from trade and services from third parties	31,783	8,213
Other claims against third parties	3,932	5,458
Stock	80,000	80,000
Active deferred income	<u>33,265</u>	<u>54,024</u>
Total current assets	734,290	918,089
Furnishings and fixtures	1	1
IT equipment	1	1
Online platform	<u>1</u>	<u>1</u>
Total fixed assets	3	3
Total assets	<u><u>734,293</u></u>	<u><u>918,092</u></u>
Liabilities		
Creditors	89,958	186,078
Deferred liabilities	<u>260,187</u>	<u>141,810</u>
Total short-term borrowed capital	350,145	327,888
Reserves	115,000	95,000
Funds for development and the QA support programme	<u>108,000</u>	<u>342,000</u>
Total long-term borrowed capital	223,000	437,000
Organisational capital	153,204	151,490
Net profit	7,944	1,714
Total liabilities	<u><u>734,293</u></u>	<u><u>918,092</u></u>

10.3 Revenue and expenditure

Operating statement (in Swiss Francs)	2018	2017
Net income	1,335,767	1,396,401
Material costs	-124,789	-78,021
Project costs	-673,983	-439,155
Evaluation/training costs	-12,810	-7,803
Staff costs	-582,567	-652,512
Other operating expenses	-178,662	-211,365
Amortisation	0	-24,998
Operating result	-237,044	-17,453
Financial result	10,988	1,267
Annual result before fund changes	-226,056	-16,186
Change in funds, development of the funding programme	66,000	102,900
Change in funds, location funding	168,000	-85,000
Change to equalisation fund	0	0
Association result	7,944	1,714

10.4 Financial situation and planning

Look back on 2018

Both the funding from Auridis and the financial support from the state represent an important source of basic funding for a:primo. New methods of generating funding in the field of CSR are being approached with a collaboration with ALDI SWITZERLAND.

Resource planning was efficient and successful in the programmes schritt:weise and ping:pong. The multi-year project «alternative implementation models» was successfully completed for schritt:weise. The cautious use of funds when developing ping:pong has also enabled a:primo to adapt ping:pong into French in 2019 in consultation with the foundations.

The relocation of the main office in autumn enabled a:primo to save substantial costs on rent.

The measures mentioned and the generous funding from the state and the foundations and the programme profits generated meant that a positive result was able to be presented for 2018.

Outlook for 2019

Health Promotion Switzerland could be secured as a new funding partner to expand both programmes. The financial aid from the state has been extended by a year to the end of 2020. It is important, however, to monitor political developments at a national level. This is critical to ensuring long-term funding for a:primo.

The development and implementation costs for ping:pong have been secured until the end of 2020. This means the market introduction of the programme can be carefully planned.